**Case Study: Operation InVersion at LinkedIn (2011)**

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LinkedIn grew rapidly in its early years, from thousands of users to millions of users. The rapid increase in traffic put a strain on the existing infrastructure. They had built the entire website around a single application called Leo that struggled to meet the demands placed on it. When new features were deployed, the system would often crumble. Leo was large and difficult to troubleshoot and debug. Kevin Scott joined LinkedIn a few months prior as VP of Engineering, saw the issues then developed a plan to fix them. LinkedIn was drowning in technical debt that was hindering innovation and slowing production.

They halted feature development for two months so the entire team could focus on fixing their environment, deployment systems, and architecture. They broke Leo into multiple small, manageable services. They also developed a suite of tools that allowed them to deploy code faster with automated testing and deployment. They transitioned from a company that took weeks or months to deploy features and regularly spent long hours fixing those updates when they failed to an organization that can deploy changes three times a day without failure. The stability and reliability improvements, along with the new tooling, allowed more innovation as the teams focused on the product and not remediating issues. It set the foundation for the next decade of growth and innovation within the organization. They not only changed the systems in place but also the culture within the organization, where they pay down technical debt as part of their daily routine. Paying off the technical debt and maintaining that mindset allowed LinkedIn to thrive, grow, and innovate in ways that would have been impossible with its old systems.